

BUREAU OF WATER COMPETITIVE BUSINESS PLAN



CITY OF ATLANTA

**DEPARTMENT OF
WATERSHED MANAGEMENT**

Jack E. Ravan, Commissioner

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BUREAU OF WATER COMPETITIVE BUSINESS PLAN

THE PURPOSE OF THIS PLAN IS TO ASSIST THE RECIPIENT IN EVALUATING MANAGEMENT, OPERATIONS AND PROSPECTS OF EFFECTIVENESS FOR THE COMPETITIVE "BUREAU OF WATER". THE PLAN DOES NOT PURPORT TO CONTAIN ALL THE INFORMATION THAT MAY BE REQUIRED TO EVALUATE THE ORGANIZATION. ALL COMMUNICATIONS, INQUIRIES AND REQUESTS FOR INFORMATION REGARDING THIS PLAN SHOULD BE ADDRESSED TO:

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I. EXECUTIVE SUMMARY

The mission of the new Bureau of Water is to provide high quality, dependable drinking water at the lowest possible cost. The Business Plan presented herein explains how the new Bureau of Water will accomplish its mission. The new Bureau of Water will succeed because it has three essential ingredients:

1. Excellent senior leadership;
2. A practical and well-considered business plan; and,
3. A commitment to public accountability.

Excellent Senior Leadership

Mayor Shirley Franklin is committed to efficient and effective delivery of all City services. Commissioner Jack Ravan is a highly qualified executive with experience running the Environmental Protection Agency's Office of Water, where he was responsible for clean water throughout the United States. He has a proven track record managing over 2,280 employees and a \$2.7 billion annual budget. Bureau Manager Chris New has over 30 years experience with the City's Department of Water and brings a wealth of knowledge of the Atlanta system. The individuals responsible for leading the Bureau are passionate about the City's success and will deliver the Bureau's mission.

A Practical Business Plan

The second critical element to accomplishing the mission of the new Bureau of Water is a practical and well-considered business plan. The business plan will guide a lean and efficient Bureau organization to operate using industry best practices. Highlights include:

1. Staffing level of 43% below the 1998 level;
2. Budget is competitive with 1999-2002 levels, and 14% below the 1997 level;
3. Strategic outsourcing of non-core functions;
4. Customer service emphasis and enhancements;
5. Dedicated training and cross-training program for employees; and,
6. Practical plan for increasing collections.

A Commitment to Public Accountability

Accountability for performance is a cornerstone of the new Bureau of Water's Business Plan. The Bureau has set initial goals and performance targets for measuring success and has systems to promote their achievement. Accountability standards include:

1. Rapid response to brown water complaints;
2. An ongoing scorecard to monitor performance against targets;
3. Monthly public reporting following a transition period; and,
4. A pilot bonus plan for employees tied to meeting performance targets.

II. CORE VALUES AND KEY CONCEPTS

Senior leadership team experience, industry best practices, and lessons learned from the City's private and public experience in managing the system helped derive the following core values and key concepts that the Business Plan is built upon.

- **High Quality, Dependable Drinking Water.** The Business Plan includes measures that will eliminate boil water advisories and discolored water complaints under normal operating conditions through improved Operations and Maintenance (O&M) practices in the distribution system.
- **Customer Service.** Bureau organization and business practices have been designed to improve customer service and confidence. The Business Plan outlines steps for the new Bureau to become a continually improving customer-centered organization.
- **Operational Efficiency and Cost-Effectiveness.** This is a core value that permeates the entire plan and reflects the competitive nature of the Bureau's leadership team. The Bureau has been organized from the ground up to promote efficiency in day-to-day operations. The result is a leaner staff and strategic outsourcing to handle peak workloads and non-core services.
- **Accountability.** The new Bureau recognizes that "*what gets measured gets done*". The Bureau will measure its performance using clear performance measures and routine monitoring in all aspects of its business.
- **Qualified Leadership/Responsible Workforce.** The Bureau will assemble and maintain a lean, highly qualified, responsible, and accountable staff. The Bureau has already assembled a highly skilled and committed leadership team that provides the foundation and ideas behind a lean, well thought out organizational structure. Securing a highly qualified and accountable staff with an aggressive recruiting and retention strategy is a critical element of the Business Plan.
- **Long-Term Cost Effectiveness.** The Bureau will implement a strategy for asset management that integrates repair versus replacement decisions to sustain a reliable system for the long-term for the lowest possible cost. The maintenance management system will be used to its full potential to track repair costs and support repair versus replacement analyses. Preventive maintenance will be scheduled and completed as required to maintain equipment throughout its useful life.

III. CUSTOMER SERVICE, PERFORMANCE, AND ACCOUNTABILITY

As members of a competitive organization, Bureau of Water employees will focus on meeting customer expectations. Most importantly, the employees' performance will be judged by their achieving success in meeting this goal. The Bureau of Water is committed to:

1. The highest level of customer service;
2. Establishing clear standards of performance; and,
3. Public accountability for service delivery.

Customer Service

Service levels are simply a clear definition of the service that will be delivered to the new Bureau's customers. Best practices are the means by which the Bureau will enhance and optimize the service levels, within the budget resources defined in the Business Plan. In determining the level of service to deliver, consideration has been given to the expectations of those receiving the service, the level of resources available for service delivery and the regulatory, political and policy framework within which the Bureau operates.

The new Bureau has defined improved service levels that address known customer concerns based on input received directly from customers and will improve customer confidence. Examples include customer frustration over lack of convenient hours for conducting business with the Bureau, boil water advisories, and response time for leak investigation and repair. Strategies to better understand customer expectations and obtain feedback for modifying priorities and best practices in the future have also been included.

Enhanced service levels and the best practices that will be implemented are as follows:

- Extend evening and weekend shift coverage. This allows customers to take care of the most common customer service issues (e.g., pay a water bill) from 8 a.m. to 11 p.m., Monday through Friday at the 14th Street Customer Service Center.
- Eliminate boil water advisories under normal operating conditions through a preventive maintenance program of distribution system flushing, exercising valves, rerouting water between existing pressure zones and increasing laboratory testing.
- Work with City Council to establish a program to provide a credit to customers that have discolored water. A credit would be authorized on a water bill when a Bureau water quality specialist attributes the problem to the Bureau's distribution system.

- Fast-track a “first and last call policy” to record and track customer service complaints and reduce the number of repeat calls from dissatisfied customers.
- Issue confirmation numbers to customers when the Bureau issues a work order for tracking complaint status and resolution.
- Provide an Internet option for customers to report meter leaks and other service problems.
- Address minor leak repair complaints faster by coordinating the work of leak crews with meter reading crews.
- Meet with customers in the field at their convenience during expanded evening and weekend service hours to investigate and help resolve problems such as internal leaks.
- Complete a baseline customer survey within 6 months as part of a customer feedback program. Field service satisfaction cards and checkboxes on bills will be used to track performance and provide reliable data for prioritizing service levels.
- Provide an Internet option to survey customer satisfaction.
- Ensure communication and coordination among Divisions and comprehensive customer service by locating three Division Managers (Distribution System, Customer Service, and Technical Services) in the same 14th Street location.
- Explore the potential improved collection benefits of monthly billing.

Performance Measures and Accountability

Performance measures are specific measures that indicate when the targeted service levels are being delivered. These measures can be applied utility-wide or to a specific functional area or work team. Performance measures consist of a clearly defined and measurable numeric target and often a timetable for tracking progress relative to the target. The Bureau is committed to measuring specific service levels using a scorecard approach.

In determining which performance measures should be established, it is important to define (1) how the information will be generated and (2) what resources are necessary to produce the measurement information. Performance measurements that require excessive resources to develop or analyze may not be sustainable or cost-effective.

Table 1 lists the selected primary performance measures that will be used immediately, while a comprehensive scorecard is developed and refined during the first year of operation. At the end of an initial transition period, the results will be made public and accessible. It will be reported as a summary scorecard in the Annual Water Quality Report (issued in June in compliance with federal requirements). Additionally, quarterly City Council briefings will be held and updates to the scorecard will be made available. The Business Plan for the Bureau includes one management analyst position dedicated to performance monitoring.

Table 1. Sample Scorecard for Customer Service Performance Measurement

Performance Category	Performance Measure	Performance Level	
		Target	Actual
Water Quality Problems	Time to respond, in hours	24	
Billing and Collection	Designated collection rate	98.5	
Meter Reading	% meeting requirements	98	
Out-of-Service Fire Hydrants	Working days to restore service	10	

IV. BUREAU PERSONNEL AND ORGANIZATION

People are the heart of the new Bureau. Described in this section are the employees, the senior leadership, the structure and the recruiting and retention strategy of the organization that combine to create a competitive, collegial and collaborative utility.

Senior Leadership

Commissioner of Watershed Management Jack Ravan is a highly qualified executive with experience as the country's top water official. As Assistant EPA Administrator and Director of the Office of Water, Mr. Ravan managed 2,280 employees and a \$2.7 billion annual budget.

The current Water Bureau Manager, Chris New, a 32-year water professional and veteran of the Department, will head the new Bureau. Mr. New directly supervised the operation of the Water System for 23 years and has been involved in all aspects of the contract operations with UWSA. He has also been involved with productivity studies and various re-engineering efforts by the City since the mid-1980s and has a working knowledge of the re-engineering opportunities identified for the proposed Bureau of Water.

Senior managers chosen for this endeavor, as shown on the first organization chart, have each made a personal commitment to the proposed re-engineering effort. The nine managers reporting directly to the Bureau Manager have an accumulative 166 years of experience with the Atlanta Water System, an average of 18.4 years per person. Each an expert in their respective field, the managers possess the technical knowledge and people skills necessary to start and operate the Bureau successfully.

Emblematic of their personal commitment to this effort, two of the senior managers have frozen pensions taken in 1999 and have rejoined the Bureau to help assure success of future operations. Each of the seven proposed Division Heads have service careers that should continue at least through the end of the decade. Five of these individuals served on the City's oversight staff for the UWSA Agreement and know firsthand the problems needing resolution.

Other people have been identified who have specialized expertise and who have experience in UWSA oversight. Some members of the Watershed Management Department who are in a position to strengthen the services offered through the re-engineered Bureau have also been identified. One is the Administrative Director of the Watershed Management Department. He will audit operations and identify/verify cost control measures and assure the timely implementation of the proposed outsourcing contracts.

Contributing the experience of both business and government sectors to the Bureau, the Department of Watershed Management's Quality Service and Government Affairs Director will identify new business processes and service initiatives. This Director will also help forge an intergovernmental relationship between the City and surrounding water systems for mutual aid during emergencies. An example of such an agreement exists between the City's Fire Department and neighboring jurisdictions.

Delivering best-in-class services demands a lean well thought-out organization. Key elements of the Business Plan to achieve this goal include:

- Align staffing between divisions to increase overall productivity and maximize cross-training opportunities.
- Establish unclassified positions in order to offer competitive wages up to Step 10 and provide flexibility in hiring by position.
- Outsource strategic, competitive non-core services to allow a lean staff to focus on the core business of producing and distributing high quality water and satisfying its customers. For example, the Bureau proposes to outsource its fleet management as part of the Watershed Department's pilot fleet management program.
- Employ a simple, performance-based bonus program for which all staff are eligible. As a first step, establish base-line performance measurements during the year then phase-in a system of financial incentives to enhance performance.
- Reduce overtime by scheduling regular work shifts during evenings and weekends.

The combined results of this approach will result in a staff of approximately 346 employees, a 43% reduction in the number of employees on the payroll from the fall of 1998 and a 55% reduction from the number of positions in 1997.

Bureau Organization

The proposed personnel plan requires the immediate creation of 336 new positions to be added to the 10 currently existing positions. Thus, the total of employees in the new Bureau is 346. The overall organization of the Bureau into seven Divisions and the staffing level for each Division is shown in the first organizational chart. Subsequent detailed organizational charts show how each Division will be staffed, including the number of positions in each job classification along with functions that will be outsourced. In order to compare staffing levels with previous City water operations, please note the following:

- August, 1997 – Total Water Department employees = 763
- March, 1998 – Prior to last City early retirement option = 601
- October, 1998 – Prior to the UWSA Commencement Date = 529
- April, 2003 – **Proposed staffing level for new Bureau = 346**

Staffing levels in each of the Divisions of the proposed Bureau of Water reflect specific changes being made from past City water operations, which makes it possible to redefine job duties, eliminate redundant tasks, improve resource allocations and seize opportunities for cross-training employees. Several such changes are noted on each division organization chart, such as consolidation of laboratories to a central location, moving customer service activities to the 14th Street Complex, and use of a secretarial pool. A complete listing of all positions including title, grade, and anticipated maximum salary level is included in Appendix A.

Higher Employee-to-Supervisor Ratios

The ratio of front-line staff to supervisors has also been adjusted through re-engineering. For example, in the Distribution and Plant Maintenance Divisions, the ratio is one supervisor for every eleven front-line employees. Previous City water operations maintained one supervisor for every 8.5 employees in these areas. Industry standards indicate that approximately ten employees per supervisor is an efficient target. However, the ratio remains low in the Operations Division with one supervisor for every five operators. Constraints in this area are dictated by EPD rules, which require a Water Purification Supervisor be on duty on each shift at each plant.

Lower Overtime

The first-year target for overtime in the re-engineered Bureau of Water is 7% of base wages, with a future annual target of 5% or less. By industry standards, a 10% overtime amount is considered excessive, while less than 5% to 6% is considered as effective. This will be achieved through regular shift coverage in the evenings and weekends that will provide rapid response for routine customer service issues at convenient times for customers without overtime.

Recruiting and Retention Strategy

It is imperative that the proposed re-engineered Bureau of Water begins operations from day one under a fair yet disciplined environment for implementing the work hours, job duties, training, and procedures planned for new hires.

Many experienced former City water employees are still working for UWSA; they are well trained and remain dedicated to the Water System operations. Many of these individuals have valuable institutional knowledge of the water system's operation and maintenance and it is anticipated that many of these UWSA employees will be interested in re-employment by the City.

The Bureau also believes that the optimum staff mix includes a diverse, experienced, mix of people with enthusiasm for the mission of the Bureau. The Bureau looks forward to working with organized labor to help implement cross training and career development programs as well as incentives based on state certification system and Bureau performance.

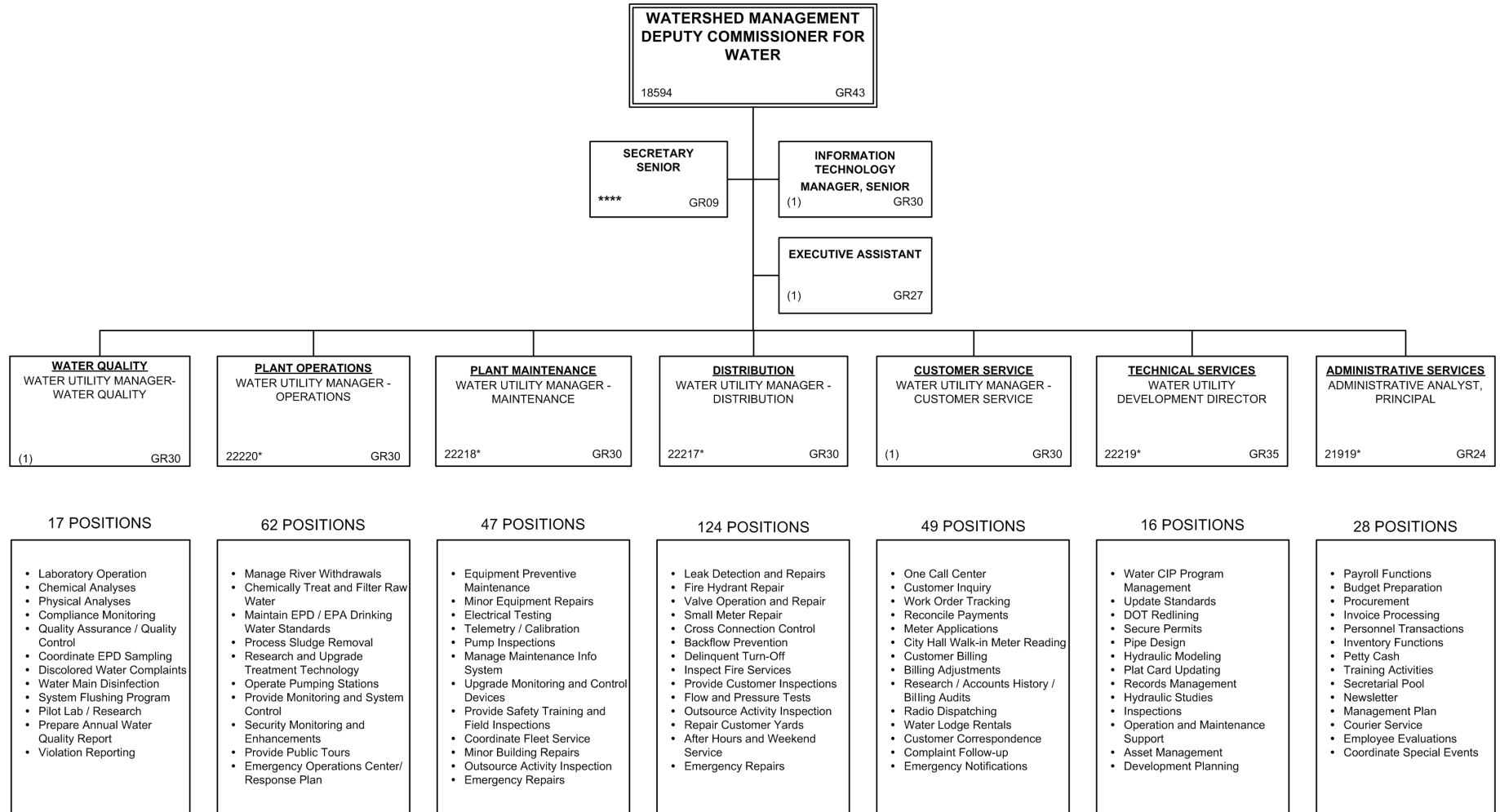
Successful reengineered water utilities strive to make continuous improvement a part of the culture of the organization. The Bureau is committed to this approach and will make ongoing training an important element of the new operation. Training will be provided so employees can acquire new skills that will enable them to contribute to more competition and efficient water

operations. The Bureau will develop a training program that is directly tied to goals of efficiently delivering high quality water and responsive customer service. Metrics will be established and monitored to assure that the Bureau is getting a return on its investment in training.

In order to facilitate a rapid transition to the new Bureau of Water, the following actions by the Mayor and City Council are suggested:

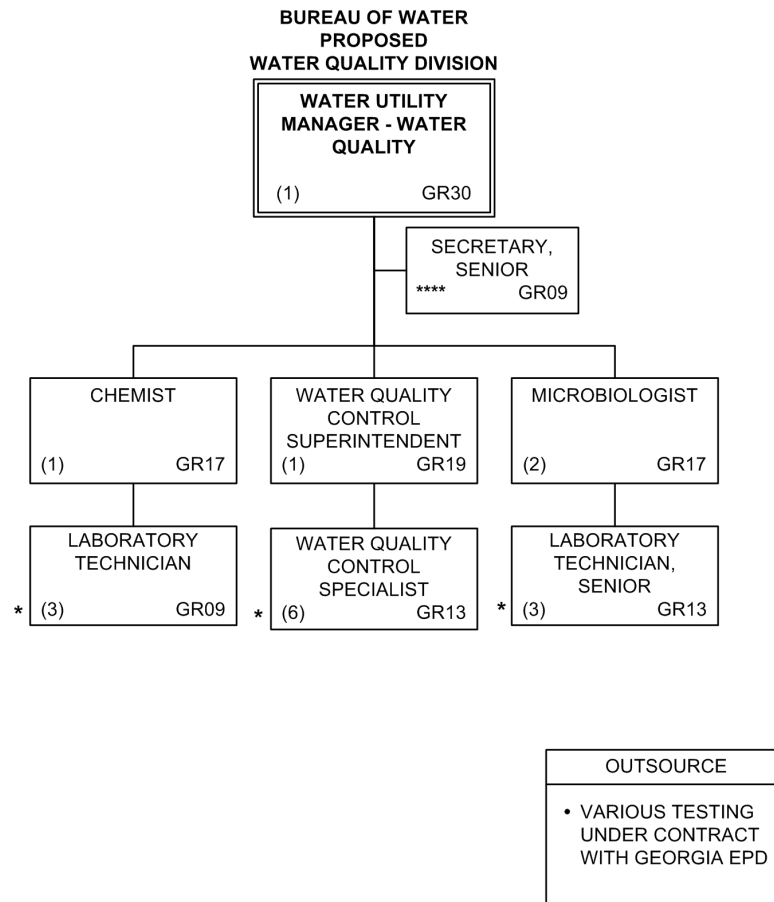
- Approve the personnel paper prepared by the Department of Human Resources that creates the 336 new positions as unclassified and approves the reclassification of existing personnel.
- Authorize Water Bureau Managers to accept applications and evaluate personnel for hiring. Many previous water employees are expected to apply for positions; their qualifications and work record are already known by the Division Managers. The department wishes to give first consideration for new positions to existing UWSA employees, however, the department cannot guarantee anyone a job due to the limited staffing and unclassified status requested.
- Consider hiring an outside firm to expedite completion of physicals and drug testing for new hires.[]
- Introduce an Ordinance to Council requesting that former City Water Department employees who were displaced by the UWSA Agreement be given the option to re-invest in the City Pension Plan; employee to pay back pension in order to regain service years for pension and benefit eligibility. Pending Council approval, should displaced employees reinvest in the pension plan, they would be eligible for restored sick-time hours on record with the City when the transfer to UWSA took place on January 1, 1999.
- Implement a long-term recruiting and retention program through the Georgia Water and Pollution Control Association.

PROPOSED BUREAU OF WATER ORGANIZATION



JANUARY 2003
COST CENTER Q21901
17 POSITIONS

(1998 Positions = 24)



* Some positions to staff expanded service hours on evening shift and Saturday - Sunday day shift

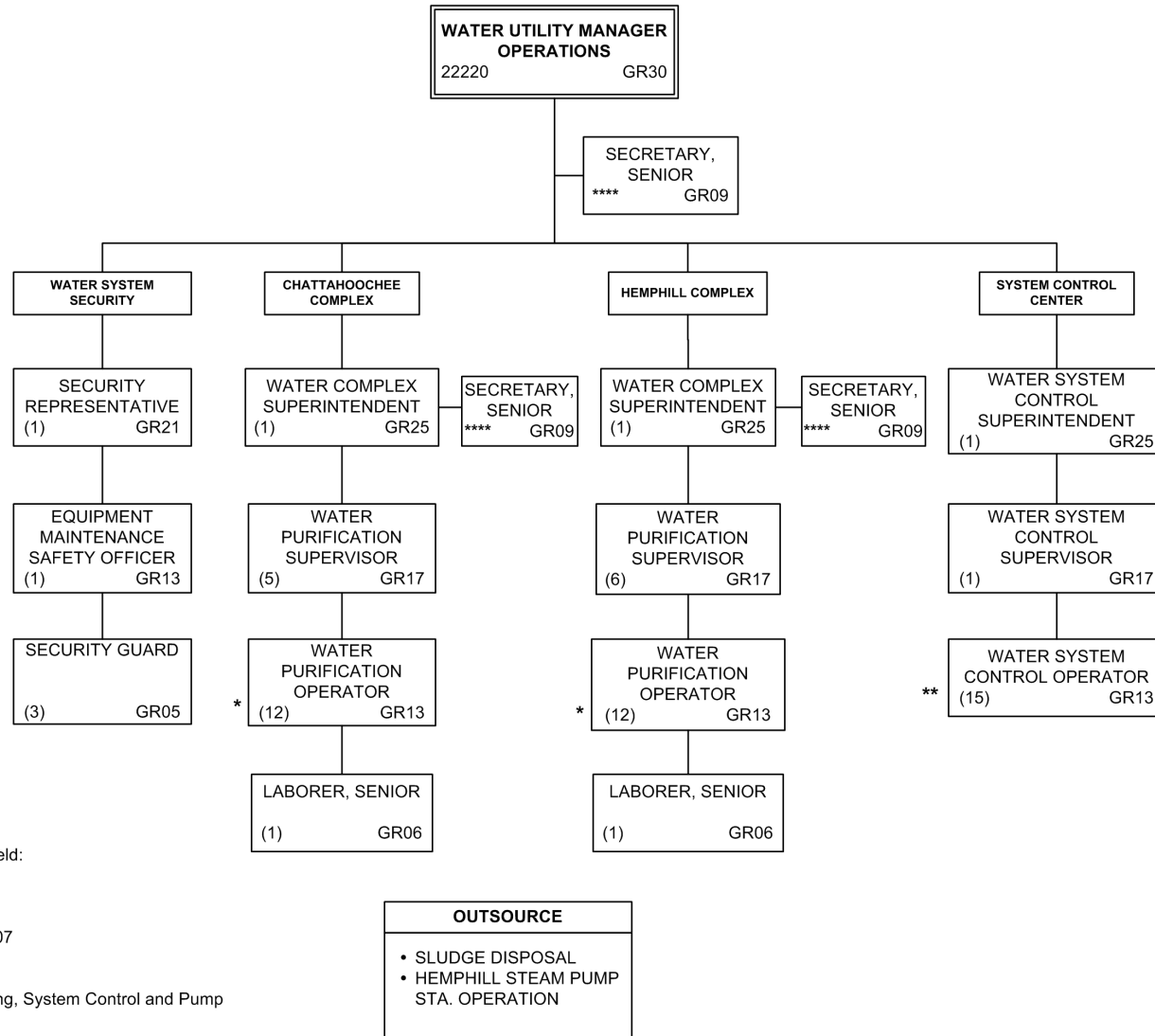
Laboratory operation will consolidate and be located in River Intake building

**BUREAU OF WATER
PROPOSED
OPERATIONS DIVISION**

JANUARY 2003
COST CENTERS Q25301
Q26101
Q26301

62 POSITIONS

(1998 Positions = 118)



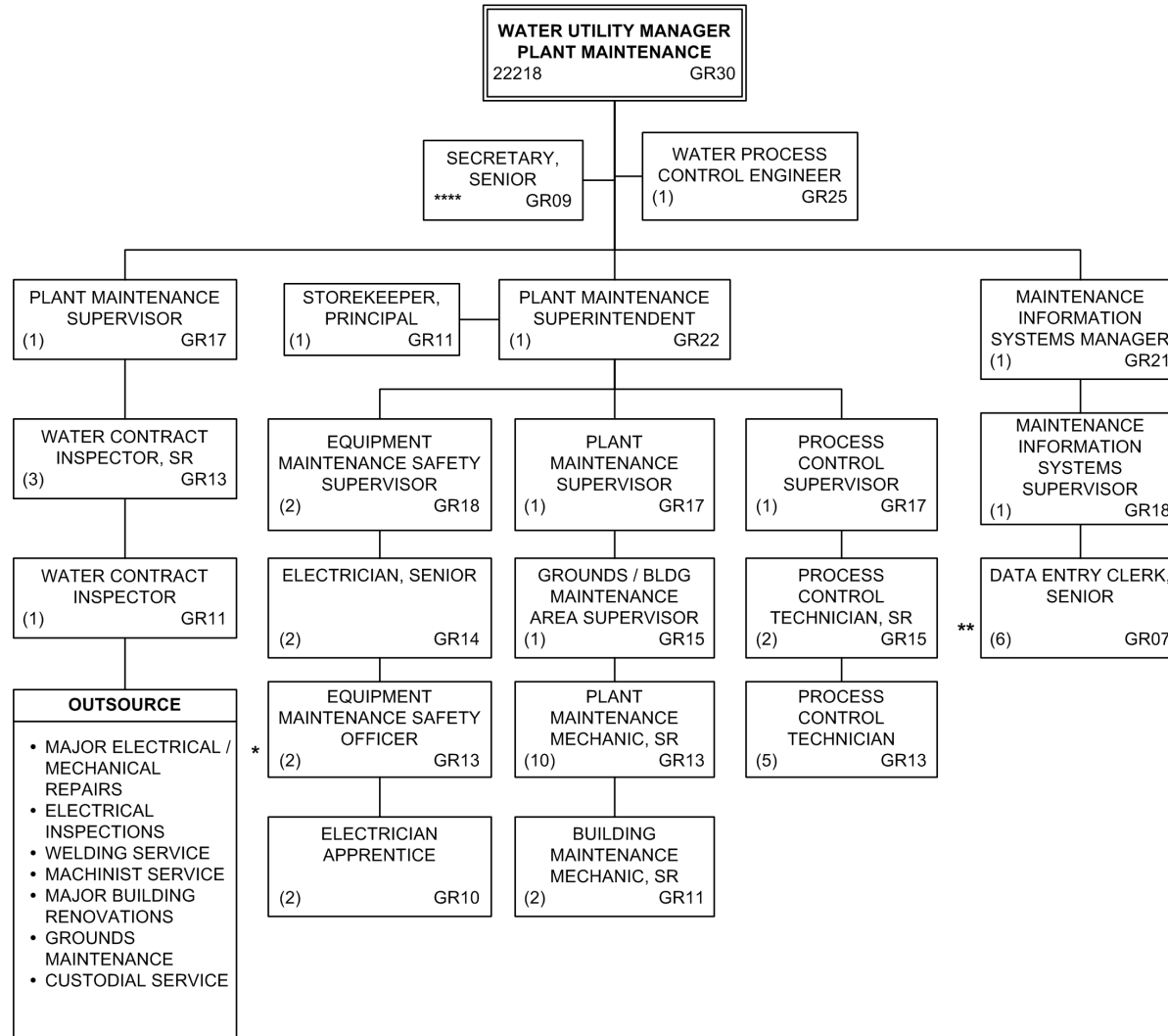
* Positions Funded at GR13
Actual pay grade per license held:
Class 1 - Grade 13
Class 2 - Grade 11
Class 3 - Grade 09
Operator Trainee - Grade 07

** Positions for Security Monitoring, System Control and Pump Station Operation

JANUARY 2003
COST CENTER Q24201
47 POSITIONS

**BUREAU OF WATER
PROPOSED
PLANT MAINTENANCE
DIVISION**

(1998 Positions = 79)



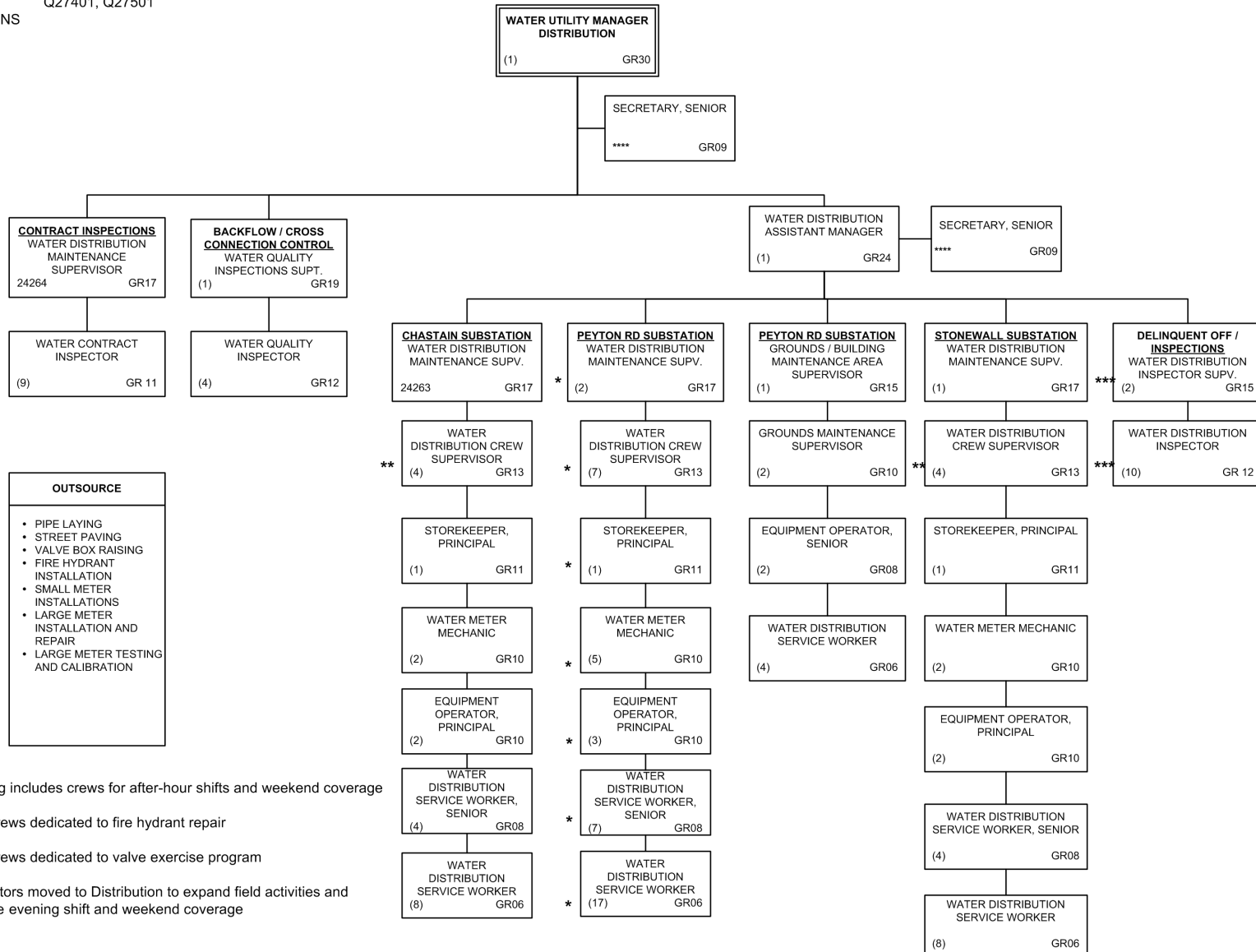
* Positions will provide safety inspections and service to all field crews

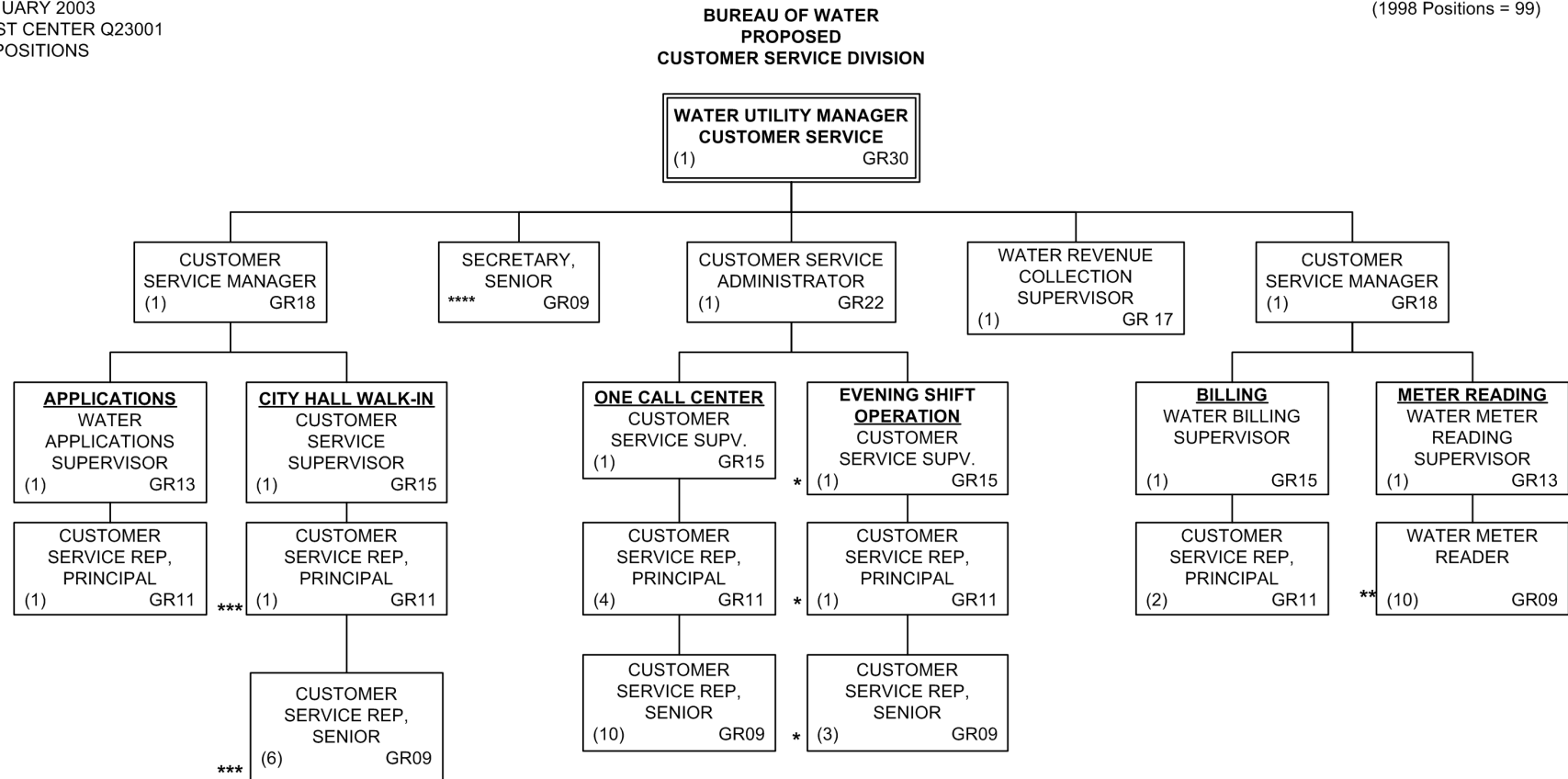
** Positions to provide data entry for MMS in Plant Maintenance and Distribution Divisions

JANUARY 2003
 COST CENTERS: Q27101, Q27201, Q27301
 Q27401, Q27501
 124 POSITIONS

**BUREAU OF WATER
 PROPOSED
 DISTRIBUTION DIVISION**

(1998 Positions = 206)





OUTSOURCE
<ul style="list-style-type: none"> • CONTRACT COLLECTIONS • BILLING PREPARATION AND MAILING

* Positions for expanded customer service hours, 3 PM - 11 PM, Mon-Fri.

**Meter Readers will cross train for One-Call Center duty

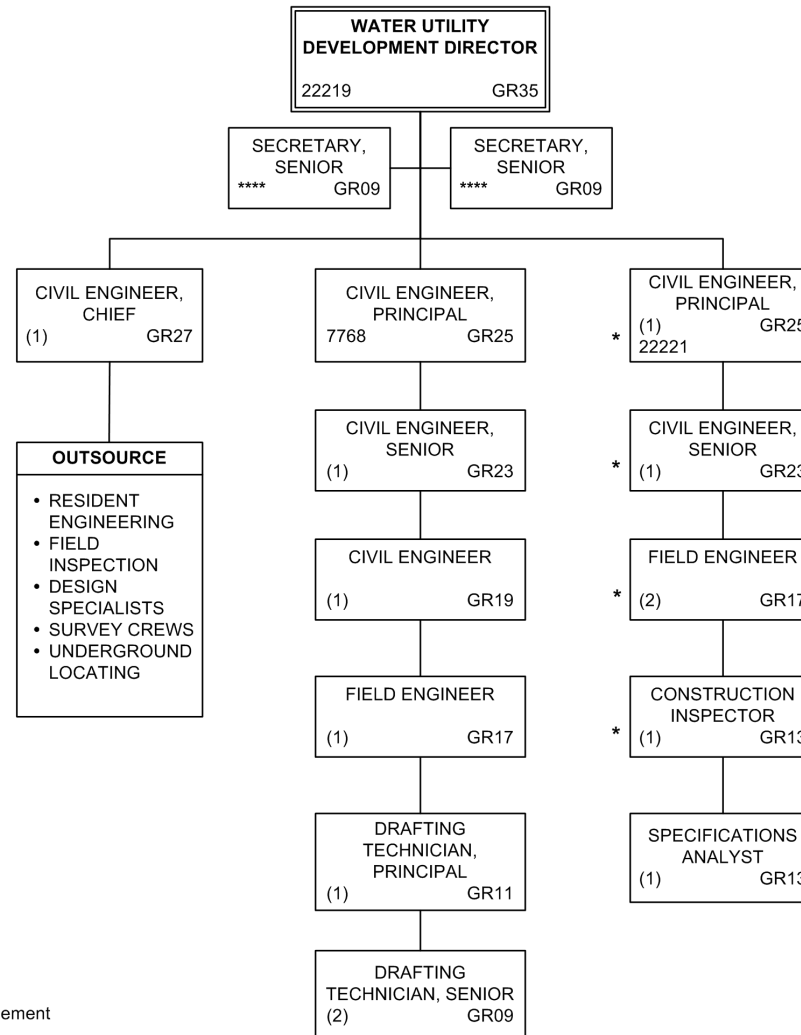
***Four positions for cashier window and payment reconciliation.

All Customer Service functions except for City Hall Walk-in area will be at 14th Street Complex

JANUARY 2003
COST CENTER Q24401
16 POSITIONS

**BUREAU OF WATER
PROPOSED
TECHNICAL SERVICES
DIVISION**

(1998 Positions = 29)

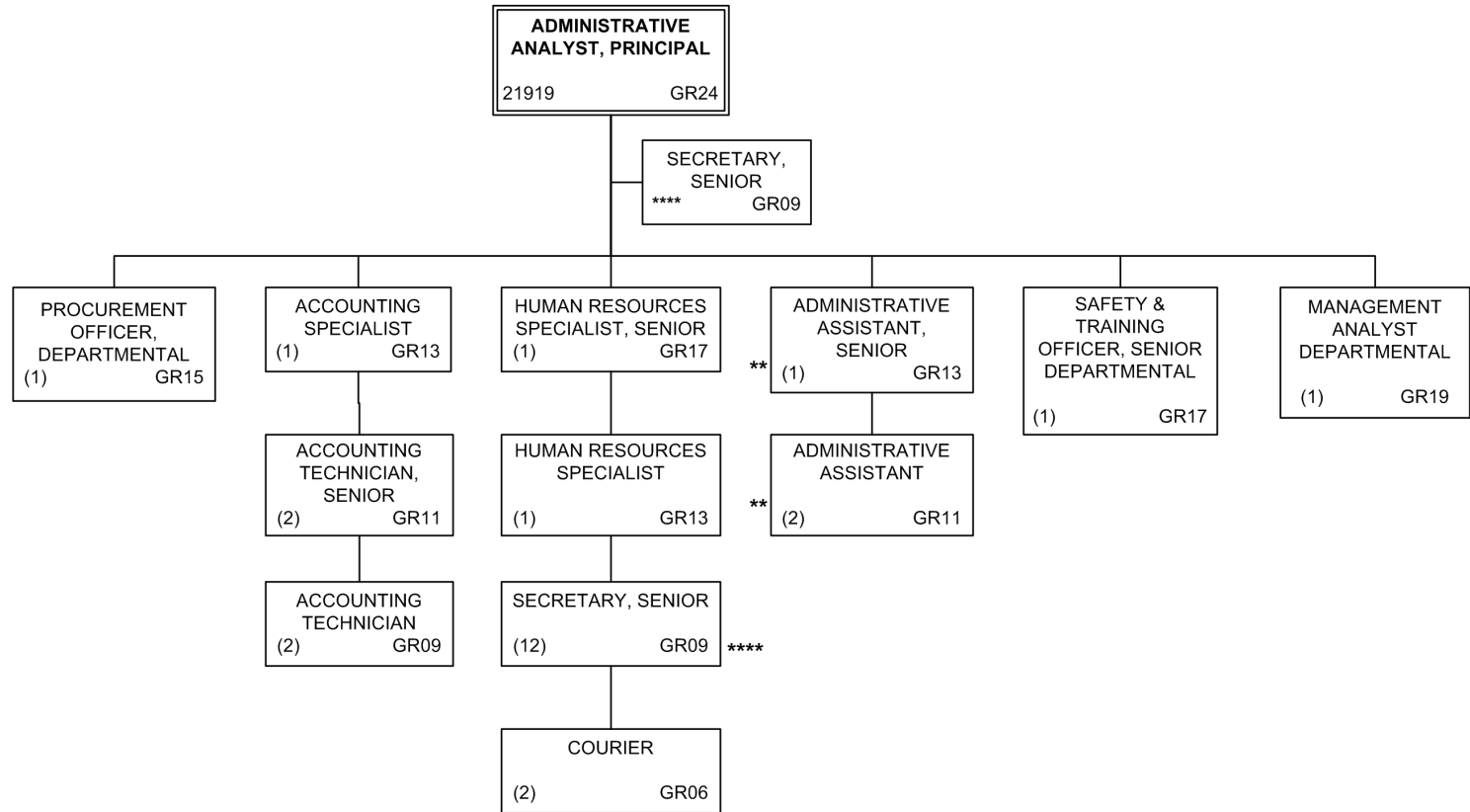


* Positions for in-house CIP program management

JANUARY 2003
COST CENTER Q22001
28 POSITIONS

**BUREAU OF WATER
PROPOSED
ADMINISTRATIVE SERVICES DIVISION**

(1998 Positions = 36)
(*1998 Office of Commissioner = 10)



**** Secretary positions assigned to various Bureau Divisions as reflected in organization charts

** Administrative Assistants assigned to management staff as tasks warrant

Administrative services operation will be located at 14th Street Complex

V. FINANCIAL MANAGEMENT AND BUDGET ANALYSIS

From the outset, the new Bureau will work to maintain Direct Water Service Costs at or below projected levels. The Bureau is committed to fiscal discipline, operating within a transition-year budget of \$46.3 million in 2003. Year two will see a reduction in the cost of operation and management as the new Bureau projects a recurring-cost budget of \$41.1 million. The Bureau stands prepared to provide improved customer service and more effective financial management for a cost close to that budgeted for continuation of the UWSA contract.

Financial Management Priorities

The single most important financial initiative the Bureau will undertake is to increase system revenues through a more rapid collection process. The Bureau recognizes the impact of beginning collection early in the billing cycle to prevent the growth of the City's accounts receivable balance. As the accounts receivable balance ages, the probability of collection diminishes and the cash asset is lost. The Bureau will initiate the following specific steps to immediately increase system revenues and sustain a high collection rate, including:

- Create a faster, more aggressive process for notification and cut-off of delinquent customers.
- Establish a timeline for progressive enforcement of actions that meet the deadlines for termination of service set in the Code of Ordinances.
- Create and promote a budget-billing program as part of a larger communication effort to reduce delinquent payments.
- Establish the Bureau's chief financial performance measure as a collection rate greater than the current four-year average of 95%.
- Start a comprehensive large meter inspection, calibration, repair and replacement program – inaccurate large meters can result in the loss of significant revenue.
- Work with the Department of Finance for contract collection agency services.
- Work with the Legal Department and City Council to draft procedures for writing off bad debt.
- Conduct a cost-benefit analysis on the conversion to monthly billing program.

The chief difference in cost between the old City Department and the new Bureau of Water are the savings achieved through a lean well thought-out organization. In seven departments, a total of 346 employees are organized to provide the services staffed by 763 in 1999. The difference in salaries, wages and overtime between 1997 and those projected for the start-up year of the new Bureau amount to \$7.8 million. Improved shift coverage to reduce overtime also contributes significantly to savings over the historic City operations.

Strategic outsourcing of non-core services is another distinguishing practice of the new Bureau. Selecting outside vendors for the delivery of key services and resources will simultaneously save money and improve customer service. One of the top priorities of the new Bureau is to engage providers of 17 functions through emergency authorizations (described in Section VI Transition and Implementation Plan).

The new Bureau will provide managers with practical financial data useful in making decisions that honor the Bureau's commitment to stay within the established budget. In a competitive

environment once-a-year budget debates are not enough. To be effective managers must continuously evaluate the cost of available options. Existing software systems will be employed to track the cost of doing business.

Financial Evaluation

The results of the financial evaluation as presented in Table 2 forecast Direct Water Service Costs for the **new Bureau of Water** of \$41.1 million. The cost of the new Bureau is approximately the same as the forecast **Contract-Operated** cost of \$40.7 million. In order to accurately reflect start-up costs for the first year of new Bureau operation, a separate column entitled **Mobilization** was created. Estimates for Mobilization total costs for the first year of operation at \$51.6 million. Relying primarily on City of Atlanta Internal Audit Department figures, the **City of Atlanta Historic** column presents a perspective on costs from 1997, two years before contract operations began, when accrual costs totaled \$48.0 million.

The most notable difference between the projected cost estimates is reflected in the treatment of the Professional Services line item. The Contract-Operated cost of \$28 million for Professional Services is a total, consisting primarily but not exclusively of the United Water Services annual service fee. The annual service fee represents the entire operating budget for the contractor. While the new Bureau operation and Mobilization budgets retain some funding for Professional Services, most of these costs are distributed between expenditure line items for Personnel, Services/Repair/ Maintenance, Motor Equipment, and Outsourced Services.

Another difference in projected estimates is evident in the rising costs of Benefits. As with other industries in this region and throughout the country, costs for supplying health care, pension, sick leave and other employee benefits have risen sharply. New Bureau operation Benefit costs were factored at 45% of Salaries, Wages, and Overtime, a significant increase over the past.

New Bureau operation cost estimates for Services, Repairs and Maintenance Contracts are higher than Contract-Operated in order to assure the needed level of service is attained. The condition of material assets at the time of start-up will factor into actual expenditures, but the cost-estimates are planned to restore all equipment to top condition.

**Table 2. Financial Evaluation – New Water Bureau
(\$, thousands)**

Expense Category	City of Atlanta Historic¹	Contract- Operated²	New Bureau of Water³	Mobilization³
Personnel Expenses				
Salaries, Wages, Overtime	22,711	1,170	15,024	15,024
Benefits	5,896	526	6,319	6,319
Incentive Program			350	350
Utilities				
Electricity	5,104	5,513	5,513	5,513
Natural Gas	2,091	3,155	3,155	3,155
Other	18	110	110	110
Supplies				
Consumables	2,053	344	900	900
Boiler Fuel	113	0	0	0
Other	1,566	164	750	750
Services, Repairs, Maintenance Contract ⁴	1,876	1,747	2,910	3,810
Public Works and Waste Disposal Services ⁴	265	0	250	250
Professional Services ⁴	2,870	27,658 ⁵	1,240	3,830
Information Services ^{4, 6}	878	55	250	1,100
Motor Equipment ⁷	2,232	8	1,096	1,096
Legal Services	0	0	0	950
Emergency	0	0	0	900
Security	0	0	0	664
Outsourced Services ⁴	353	218	3,282	3,910
Consent Order Repairs – Repump Stations	0	0	0	3,000
Direct Water Service Cost	48,026	40,668	41,149	51,631

¹Based on City of Atlanta (CoA) Internal Audit Department figures for 1997

²Based on CoA Internal Audit Department figures for 2001/projected to 2003/ Consumer Price Index (CPI) of 2.1

³Derived from Proposed Bureau of Water Re-engineering Plan, interviews with CoA staff, CPI of 2.1

⁴Refer to Section VI for a description of anticipated service contracts

⁵Includes United Water contract services O&M pass-throughs + contracts sales tax insurance lease payments

⁶Information Services includes BIMS and assistance in CIS/CMMS management

⁷Motor transport costs – for fuel and repairs, based on 1997 cost of \$6,896 per vehicle x 159 units needed

VI. TRANSITION AND IMPLEMENTATION PLAN

The transition from UWSA to the City operation of the Water System is critical. This is planned to take place within a 90-day period in accordance with the Agreement requirement that UWSA remain for up to 90-days after a notice of termination has been given. However, worst-case situations have been considered while preparing this proposal and a rapid deployment plan and contingencies have been evaluated.

Table 3 represents an overview of the transition work plan and a target timetable. Milestones such as filling a certain percentage of positions in each division as well as important activities that need to occur to ensure a smooth transition are listed, along with a “target” schedule. It should be noted that the target schedule is subject to considerable uncertainty given the magnitude and complexity of the transition. Transition planning will need to be flexible and Table 3 is anticipated to serve as an initial checklist for the Bureau Manager to monitor progress. Revisions to Table 3, or a similar tool, will be required periodically throughout the transition period. It is anticipated that daily communications between the Bureau Manager and his leadership team will be required during the initial few weeks.

The remainder of this section discusses the major activities and strategy for personnel, support contracts, and other strategic activities. These categories have been reviewed under both orderly transition and rapid deployment scenarios.

Security

In the event a decision is made to return the Water System to City O&M, the seven proposed Division Heads of the Bureau should be involved in all daily operations and related decision making to minimize disruption of operations. For security reasons, the Bureau intends to place guards on duty at all facilities on each shift.

Personnel

Retaining qualified staff in a timely manner will be a significant challenge during the initial weeks of the transition period. A recruiting and interview team is prepared to conduct job interviews and prepare offer letters on an accelerated schedule. Periodic reviews by the Bureau Manager will focus recruiting and human resources support in areas throughout the transition process.

Procurement of Emergency Contracts

In a number of areas the City needs to quickly approve emergency contracts, or assume contracts now in place between UWSA and a vendor, or in the case of operation of the Hemphill Pumping Station, issue an emergency authorization until a contract can be negotiated. The following list summarizes the emergency contracts that must be considered as priorities:

- **Contract with EDS** – Software engineers who have developed much of the UWSA CSTARII Customer Information System are employed by EDS. It is crucial that the City have services of this company that understands the CSTARII System and can advise the City concerning modifications needed and conversion to a new system in the future,

which is preferred by the Water Bureau and Finance Department. This contract support will be required for approximately 2 years

- **Water Bills Preparation/Mailing** – UWSA currently has contract with a company in Dallas, Texas to prepare bills and mail out to customers. The City will need an agreement to continue this service without disruption until other arrangements can be made.
- **Hemphill Pumping Station Operation** – UWSA is paid for staffing, operation, and maintenance of the Hemphill Steam Pumping Station as stipulated in the Agreement, in addition to the monthly O&M fee, after the second year. The City has paid for this service through an “ASA” for 2001 and 2002. The contractor currently working for Georgia Power on a project at Hemphill will submit a proposal for this operation. The current staff (14) is not included in the re-engineered Bureau of Water. Once the new Electric Pump Station at Hemphill is operational (2003) these personnel will no longer be needed. Contract services are also needed to startup, test, and operate the new Electrical Pumping Station.
- **Security** – Due to several security concerns once the termination of the UWSA Agreement is announced, it will be necessary to have high-level security guards on patrol at various facilities to prevent any theft or vandalism, particularly of tools and equipment.
- **Chemicals** – The Bureau requires chemicals (i.e., hypochlorite, alum, lime, phosphate, and fluoride) as part of the water treatment process. The City will most likely continue existing contracts without disruption of deliveries.
- **Consent Order Repairs** – This work includes repair or replacement of electrical and instrumentation components at the Northside and Adamsville repump stations, per recent consent order for discolored water and boil water advisories.
- **Consulting Services** – Due to the complexity of the UWSA computer systems (CSTARII and the MAXIMO Maintenance Management System) consulting assistance will be needed during the transition and for assistance in the development of new system applications. A not-to-exceed amount needs to be established and service will be used only as needed.
- **Engineering and Technical Services** – The Bureau requires special design work, hydraulic studies, and other technical support tasks as needed.
- **Uniforms/Safety Equipment** – 262 employees (76%) of the re-engineered Bureau of Water will be required to wear uniforms while on duty. It is important for the City to improve its image in this area immediately after restoring the Bureau Operations. UWSA has failed to keep its commitment in this area and it has diminished the public’s perception of our operations.
- **Fleet Maintenance** – The Bureau requires a minimum fleet of 160 operational vehicles. To ensure that the available fleet is operational and remains so, a 6-month contract for

vehicle maintenance is required until procurement process is completed and a contract awarded for the Watershed Department Fleet Management Pilot Project.

- **Sludge Disposal** – Sedimentation sludge must be transported from Chattahoochee and Hemphill Settled Solids Facilities to a landfill. UWSA has a contract in place for this service. As a backup plan, the City could temporarily dispose of sludge at its Utoy Creek or R.M. Clayton Water Reclamation Centers.
- **Grounds Maintenance** – Bureau of Water has approximately 87 acres to be maintained at ten locations. Includes grass cutting, debris removal, vegetation removal around reservoirs and cleaning of parking lots. UWSA has a contract in place.
- **Custodial Services** – Standard custodial service provided for twelve staffed facilities. UWSA has a contract in place.

While the following services will ultimately be performed through annual contracts, emergency authorizations could be issued on an “as needed” basis:

1. Lab Testing
2. Large meter repair, testing and calibration
3. Small Meter Installation
4. Large meter Installation
5. Pipe Laying
6. Major Building Renovations
7. Valve Box/Manhole Raising
8. Major Electrical Repairs
9. Major Mechanical Repairs
10. Electrical Inspections
11. Welding Service
12. Machinist Service
13. Heating & Air Conditioning Repair
14. Street and Street Cut Paving
15. Collections
16. Office Machine Repair
17. Engineering Services/Field Inspections

The above services are in varying stages of preparedness for the transition to the new Bureau. Re-negotiated contracts and agreement of new terms and conditions may offer cost savings and improved levels of service.

Table 3. Transition Activity Work Plan

Major activity by Division or Category ¹	Targeted Schedule ²				
	Day 1	Week 1	Month 1	Quarter 1	Quarter 2
Personnel					
Distribute employment letters distributed to managers	x				
Oversee candidate physicals and drug testing contract		x	x		
Provide support so employees get paid promptly			x		
Support recruiting process		x	x	x	
Review/comment on retention program				x	
Complete evaluations				x	x
Procurement/Legal					
Secure emergency contracts		x			
Advertisement for first round of support contracts				x	
Customer Service, Billing, Collections/IT					
Secure support contract for CSTAR II	x				
Secure other billing related support contract	x				
Mail bills		x			
Hire all required customer service staff			x		
Technical Services					
Fill positions			x		
Administration					
Secure and train staff			x		
Develop scorecard tracking system					x
Distribution					
Fill emergency response crews (12)		x			
Fill 80% of all positions				x	
Complete Peyton Road transition			x		
Complete Chastain transition				x	
Complete Stonewall transition				x	
Complete Inspection transition				x	
Plant Maintenance					
Fill transition inventory/swat team (12)		x			
Fill half of all positions			x		
Fill remaining positions				x	
Secure contacts at all emergency service providers		x			
Prepare blanket order scope for emergency services			x		
Secure fleet maintenance contract	x				
Water Quality					
Fill 17 positions			x		
Develop SOPs and train staff			x		x
Plant Operations					
Secure certified operators from neighboring utilities	x				
Fill 35 certified operator positions		x			
Fill 28 remaining positions				x	
Complete Hemphill transition			x		
Complete Chattahoochee transition			x		
Review and revise SOPs			x	x	
Complete round 1 of training				x	
Maintain water production and system pressure	x				
Secure Hemphill Steam Plant O&M contract	x				
Complete System Control and Security Transition				x	

¹Activities are listed by Division or Department. The order of the Divisions corresponds to the anticipated order that transitions would progress throughout the system.

² For planning purposes only. Flexibility will be required to respond to day to day priorities and accommodate uncertainty.

APPENDIX

PROPOSED BUREAU OF WATER PERSONNEL ACTION PLAN/CLASSIFICATION LISTING

Classification Title	# New Pos.	Pay Grade	Shift Diff	O/T Status	Class Code	Reference/Equivalent Class	Division	Uniform	License(s)	Salary	Total Amount
Accounting Specialist	1	13		NE	311090		AS			41,935	41,935
Accounting Technician	2	09		NE	311074		AS			34,159	68,318
Accounting Technician, Senior	2	11		NE	311078		AS			38,048	76,096
Administrative Analyst, Principal	*	24		E	314034	Reclassification of Pos. #21919, Administrative Assistant, Senior (From GR 13 (10) to GR 24 (5))	AS		DL	61,919	61,919
Administrative Assistant	2	11		NE	314002		AS			38,046	76,092
Administrative Assistant, Senior	1	13		NE	314008		AS			41,935	41,935
Building Maintenance Mechanic, Senior	2	11		NE	232010		PM	X	DL	38,048	76,096
Chemist	1	17		E	324002		WQ		LA	48,311	48,311
Civil Engineer	1	19		E	322006		TS		DL	52,199	52,199
Civil Engineer, Chief	1	27		E	322008		TS		PE / DL	67,751	67,751
Civil Engineer, Principal	1*	25		E	322001	Pos #7768 and Pos #22221 Existing	TS		DL	63,862	191,586
Civil Engineer, Senior	2	23		E	322007		TS		DL	59,975	119,950
Construction Inspector, Senior	1	13		NE	522002		TS	X	DL	41,935	41,935
Courier	2	7		NE	222001		AS	X		30,270	60,540
Customer Service Administrator	1	22		E	312061		CS			58,031	58,031
Customer Service Manager	2	18		E	312108		CS			50,255	100,510
Customer Service Representative, Principal	9	11	D	NE	122019		CS			38,046	342,414
Customer Service Representative, Senior	19	09	D	NE	122003		CS			34,159	649,021
Customer Service Supervisor	3	15	D	E	312109		CS			44,422	133,266
Data Entry Clerk, Senior	6	07		NE	111005		PM		DL	30,270	181,620
Drafting Technician, Principal	1	11		NE	327009		TS			38,046	38,046
Drafting Technician, Senior	2	09		NE	327008		TS			34,159	68,318
Electrician, Apprentice	2	10		NE	New	1998 Class Code 233010 - Gr10 Electrician Apprentice, Principal	PM	X	DL	36,102	72,204
Electrician, Senior	2	14		NE	233015		PM	X	DL / EL	42,479	84,958
Equipment Maintenance Safety Supervisor	2	18		E	312105		PM	X	DL	50,255	100,510
Equipment Maintenance/Safety Officer	3	13	D	NE	221002		O / PM	X	DL	41,935	125,805

PROPOSED BUREAU OF WATER PERSONNEL ACTION PLAN/CLASSIFICATION LISTING

Classification Title	# New Pos.	Pay Grade	Shift Diff	O/T Status	Class Code	Reference/Equivalent Class	Division	Uniform	License(s)	Salary	Total Amount
Equipment Operator, Principal	7	10	D	NE	222007		D	X	CDL	36,102	252,714
Equipment Operator, Senior	2	08	D	NE	222012		D	X	CDL	32,214	64,428
Executive Assistant	1	27		E	312166		DIR		DL	67,751	67,751
Field Engineer	3	17		E	322003		TS	X	DL	48,311	144,933
Grounds Maintenance Supervisor	2	10	D	NE	214003		D	X	DL	36,102	72,204
Grounds/Building Maintenance Area Supervisor	2	15		NE	214010		D / PM	X	DL	44,422	88,844
Human Resources Specialist	1	13		NE	316001		AS			41,935	41,935
Human Resources Specialist, Senior	1	17		E	316002		AS			48,311	48,311
Information Technology Manager, Senior	1	30		E	New	Information Systems, Director Class Code 531042	DIR		DL	73,583	73,583
Laboratory Technician	3	09	D	NE	324008		WQ	X	LA / DL	34,159	102,477
Laboratory Technician, Sr	3	13	D	NE	324004		WQ	X	LA / DL	41,935	125,805
Laborer, Senior	2	07	D	NE	245002		O	X		30,270	60,540
Maintenance Information Systems Manager	1	21		E	313014		PM		DL	56,086	56,086
Maintenance Information Systems Supervisor	1	18		E	313015		PM		DL	50,255	50,255
Management Analyst, Departmental	1	19		E	312083		AS		DL	52,199	52,199
Microbiologist	2	17		NE	324007		WQ		LA	48,311	96,622
Plant Maintenance Mechanic, Senior	10	13		NE	234002		PM	X	DL	41,935	419,350
Plant Maintenance Superintendent	1	22		E	218002		PM		DL	58,031	58,031
Plant Maintenance Supervisor	2	17		NE	218007		PM	X	DL	48,311	96,622
Process Control Supervisor	1	17		NE	234010		PM	X	DL	48,311	48,311
Process Control Technician	5	13		NE	234010		PM	X	DL	41,935	209,675
Process Control Technician, Senior	2	15		NE	234011		PM	X	DL	44,422	88,844
Procurement Officer, Departmental	1	15		NE	317014		AS	X	DL	44,422	44,422
Safety & Training Officer, Senior Departmental	1	17		E	316039		AS		DL	48,311	48,311
Secretary, Senior	12	09		NE	114001		AS			34,159	409,908
Security Guard	3	07	D	NE	413118		O	X	DL	30,270	90,810
Security Representative	1	21	D	E	312184		O		DL	56,086	56,086

PROPOSED BUREAU OF WATER PERSONNEL ACTION PLAN/CLASSIFICATION LISTING

Classification Title	# New Pos.	Pay Grade	Shift Diff	O/T Status	Class Code	Reference/Equivalent Class	Division	Uniform	License(s)	Salary	Total Amount
Specifications Analyst	1	13		E	317012		TS			41,935	41,935
Storekeeper, Principal	4	11		NE	123005		D/PM	X	DL	38,046	152,184
Water Application Supervisor	1	13		E	New	1998 Class Code 312107-Gr13 Water Application Supervisor	CS	X		41,935	41,935
Water Billing Supervisor	1	15		E	New	1998 Class Code 121015-Gr15 Water Billing Supervisor	CS			44,422	44,422
Water Complex Superintendent	2	25		E	New	(1998 Class Code 312164-Gr25)	O		DL / WT	63,862	127,724
Water Contract Inspector	10	11		NE	New	Class Code 522001 - Gr11 Construction Inspector	PM/D	X	D / DL	38,046	380,460
Water Contract Inspector, Senior	3	13		NE	New	1998 Class Code 522002 - Gr13 Construction Inspector, Senior	PM	X	DL	41,935	125,805
Water Distribution Assistant Manager	1	24		E	New	1998 Class Code 312032-Gr22 Water Services Const. & Maint. Asst. Mgr.	D		D / DL	61,919	61,919
Water Distribution Crew Supervisor	15	13	D	NE	New	Class Code 217015-Gr13 Sewer Crew Supervisor, Senior	D	X	D / CDL	41,935	629,025
Water Distribution Inspector	10	12	D	NE	New	1998 Class Code 523027-Gr12 Water Service Inspector, Senior	D	X	D / DL	39,990	399,900
Water Distribution Inspector Supervisor	2	15	D	NE	New	1998 Class Code 523028-Gr15 Water Service Inspector Suprv.	D	X	D / DL	44,422	88,844
Water Distribution Maintenance Supervisor	3*	17	D	NE	New	Class Code 217011-Gr17 Sewer Crew Supervisor *Reclassification of Pos. #24264 & Pos. #24263 from Maint. Supt. Gr18(1) to New Class-Gr17(5)	D	X	D / DL	48,311	241,555
Water Distribution Service Worker	37	07	D	NE	New	Class Code 245005-Gr06 Sewer Service Worker	D	X		30,270	1,119,990
Water Distribution Service Worker, Senior	15	08	D	NE	New	Class Code 245006-Gr08 Sewer Service Worker, Senior	D	X		32,214	483,210
Water Meter Mechanic	9	10	D	NE	New	1998 Class Code 234020-Gr10 Meter Mechanic Supervisor	D	X	DL	36,102	324,918
Water Meter Reader	10	09	D	NE	New	1998 Class Code 244007-Gr08 Water Meter Reader	CS	X	DL	34,159	341,590

PROPOSED BUREAU OF WATER PERSONNEL ACTION PLAN/CLASSIFICATION LISTING

Classification Title	# New Pos.	Pay Grade	Shift Diff	O/T Status	Class Code	Reference/Equivalent Class	Division	Uniform	License(s)	Salary	Total Amount
Water Meter Reader Supervisor	1	13	D	NE	New	1998 Class Code 218008-Gr12 Water Meter Reader Supervisor	CS	X	DL	41,935	41,935
Water Process Control Engineer	1	25		E	New	1998 Class Code 323008 - Gr23 Computer Process Control Engineer	PM		DL	63,862	63,862
Water Purification Operator, Class 1	24	13	D	NE	New	1998 Class Code 218011 - Gr13 (Water Purification Supv.)	O	X	WT	41,935	1,006,440
Water Purification Operator, Class 2 (O-O-C)	*	11	D	NE	New	Class Code 234041 - Gr11 (Waste Water Plant Operator, Sr) *Positions funded at Gr13/Work out-of-class for Class 2 Licenses	O	X	WT	0	0
Water Purification Operator, Class 3 (O-O-C)	*	09	D	NE	New	Class Code 234006 - Gr09 (Waste Water Plant Operator) *Positions funded at Gr13/Work out-of-class for Class 3 Licenses	O	X	WT	0	0
Water Purification Operator, Trainee (O-O-C)	*	07	D	NE	New	*Fund positions at Gr13/Work out-of-class at Gr07 until Class 3 License is obtained	O	X		0	0
Water Purification Supervisor	11	17	D	NE	New	1998 Class Code 218019 - Gr17 Water Purification Assistant Supt.	O	X	DL / WT	46,511	511,621
Water Quality Control Specialists	6	13	D	NE	New	(1998 Class Code 324014 -Gr13)	WQ	X	LA / DL	41,935	251,610
Water Quality Control Superintendent	1	19		NE	New	Laboratory Assistant Mgr. Gr23 (1998 Class Code 324018 Gr19)	WQ	X	LA / DL	52,199	52,199
Water Quality Inspections Superintendent	1	19		NE	New	1998 Class Code 324018-Gr19 Laboratory Assistant Manager	D	X	LA / DL	52,199	52,199
Water Quality Inspector	4	12		NE	New	1998 Class Code 523027-Gr12 Water Service Inspector, Senior	D	X	D / DL	39,990	159,960
Water Revenue Collection Supervisor	1	17		E	New	Class Code 311055 - GR17 Revenue Collection Supervisor	CS		DL	48,311	48,311
Water System Control Operator	15	13	D	NE	New	1998 Class Code 218004 - Gr13 (Plant Engineer Supervisor) 1998 Class Code 234005 - Load Control Tech - Gr11	O	X	D	41,935	629,025

PROPOSED BUREAU OF WATER PERSONNEL ACTION PLAN/CLASSIFICATION LISTING

Classification Title	# New Pos.	Pay Grade	Shift Diff	O/T Status	Class Code	Reference/Equivalent Class	Division	Uniform	License(s)	Salary	Total Amount
Water System Control Superintendent	1	25		E	New	1998 Class Code 312060 - Gr22 Water Distribution System Operation Superintendent	O		D / DL	63,862	63,862
Water System Control Supervisor	1	17	D	NE	New	1998 Class Code 234045 - Gr15 (Load Control Technician Supervisor	O	X	D / DL	46,511	46,511
Water Utility Development Director	*	35		E	New	Class Code-312207-GR35 Aviation Planning & Development Dir. *Reclassification of Pos.#22219- Water Utility Mgr.(From GR30(10) to 35(8)	TS		PE / DL	83,303	83,303
Water Utility Manager - Customer Service	1	30		E	312914		CS		DL	73,583	73,583
Water Utility Manager - Distribution	*	30		E	New	Class Code 312194 (Water Utility Mgr. Customer Service, Gr30) Reclassification of Pos. #22217 - Water Complex Administr. (From Gr- 25(10) to Gr30(8)	D		D / DL	73,583	73,583
Water Utility Manager - Operations	*	30		E	New	(1998 Class Code 312062) Gr25(10) to Gr30(8) *Reclassification of Pos. #22220, Water Complex Administrator	O		DL / WT	73,583	73,583
Water Utility Manager, Water Quality	1	30		E	324006		WQ		LA / DL	73,583	73,583
Water Utility Manager-Plant Maintenance	*	30		E	New	Class Code 312194 (Water Utility Mgr. Customer Service, Gr30) Reclassification of Pos. #22218 - Water Complex Administr. Gr25 (From Gr-25(10) to Gr30(8)	PM		DL	73,583	73,583
Watershed Management, Deputy Commissioner for Water	*	43		E	312102	Reclassification of Pos. #18594, (From GR 39 (10) to GR 43 (10))	DIR		D / DL	108,966	108,966
TOTALS:											14,041,558
Existing Positions	10										
Reclassifications	8*										

PROPOSED BUREAU OF WATER PERSONNEL ACTION PLAN/CLASSIFICATION LISTING

Classification Title	# New Pos.	Pay Grade	Shift Diff	O/T Status	Class Code	Reference/Equivalent Class	Division	Uniform	License(s)	Salary	Total Amount
New Positions Requested	336										
Total Positions	346										

*Reclassifications Cost (8 Positions)	57,624
Total Salaries @ Step 10 for all grades	14,041,558
Overtime (7% of base wages)	982,909
Benefits (45% of base wages)	6,318,701

91 Classification	57,624
56 Existing Class Codes	
35 New Positions	

CODES

LICENSES REQUIRED	
Driver's License	DL
Commercial Driver's License	CDL
Master Electricians License	EL
Water Distribution Operator License	D
Water Treatment Operator License	WT
Laboratory Analysis License	LA
Professional Engineer License	PE

DIVISIONS	
Administrative Services	AS
Customer Services	CS
Office of Bureau Director	DIR
Distribution	D
Operations	O
Plant Maintenance	PM
Technical Services	TS
Water Quality	WQ